



District of Tofino Strategic Plan 2015-2018

Tofino's strategic planning process was designed and facilitated by the Centre for Sustainability Whistler.
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CONTENTS



Message from the Mayor and CAO.....	5
District of Tofino Council and Organizational Structure	7
Introduction	8
strategic planning basics and benefits.....	8
Process and participants.....	8
links to other plans.....	9
Plan Implementation, progress and review	9
Where we're going: vision, mission and goals	10
How we're moving forward	11
Next steps and implementation.....	19
Appendix A: Detailed goal statements.....	20
Appendix B: Links to related plans.....	23

MESSAGE FROM THE MAYOR AND CAO

We are pleased to present the District of Tofino's Strategic Plan for the next four years. It articulates the 15 strategic priorities the District will focus on between 2015 and the end of 2018, and is based on the community goals identified and articulated in our Vision to Action community sustainability plan. It also includes the key 'on-the-ground' actions we have identified for moving forward on our priorities and the Vision to Action goals.

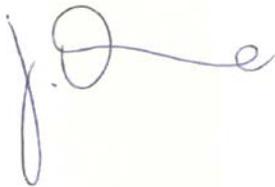
All the priorities herein are important and are on our radar, but we may not be able to move all of them forward equally given our limited resources. We are, however, collectively committed to pursuing them as resources permit and as opportunities arise over the course of this Council term. Further, the key actions are just some of the ideas that we will need to consider in moving forward on our priorities, but they provide us with a starting point – ideas that will be assessed further through our annual financial planning process, which results in our Five-year Financial Plan.

This plan is the result of Council and senior staff working together over two days in February and March 2015, and they provide clear guidance and shared focus for our team as we move the organization and our community forward over the next few years. The process of coming together to identify the priorities and key actions helps to build our team, and it is essential for better directing the use of available District resources.

Through the planning process, it became clear that we must pay initial attention to improving the management and delivery of our core services – recreation programs, resort services, water supply, liquid waste management, roads, fire protection, land use planning, parks and building inspection. We also recognized there are other community needs that go beyond the core services we provide, and we are committed to helping move them forward by sharing responsibility for meeting them with other regional and community partners. One high priority worth noting is our upcoming focus on meeting the 2020 deadline for designing and constructing a liquid waste treatment facility – no small task and one that will require significant resources from our team and from many other partners and levels of government.

We invite you and other community partners learn about the priorities and key actions we have set out, and to assist in contributing toward the direction set out in this plan.

We are looking forward to working together as a team, and with our community over the coming years to move forward on our shared priorities in this plan and our shared Vision to Action goals.



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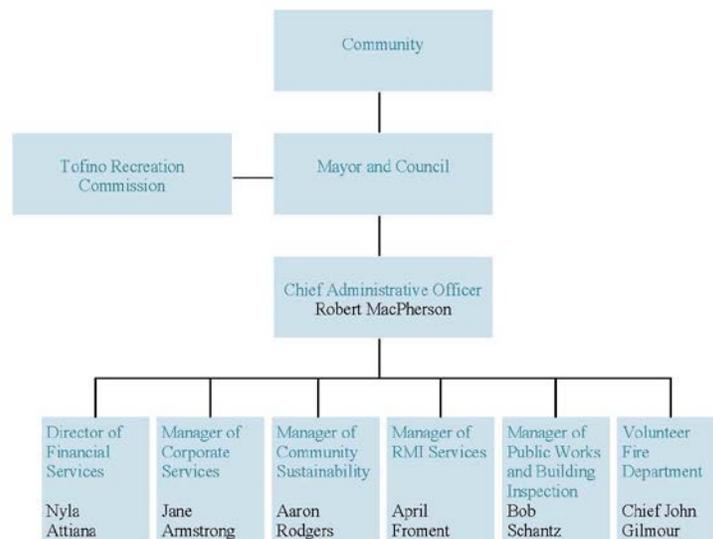


DISTRICT OF TOFINO COUNCIL AND ORGANIZATIONAL STRUCTURE

The District of Tofino Council is made up of a Mayor and six Councillors who are each elected at large for a four-year term. The Mayor serves as the head of the municipality and chairs all Council meetings when in attendance. Each Councillor serves as Acting Mayor on a monthly, rotating basis. The Chief Administrative Officer reports to Council and directs staff to carry out the mandate of the organization and our priorities.

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District of Tofino Organizational Chart



INTRODUCTION

Our 2015-2018 Strategic Plan was developed to guide and focus the District of Tofino's efforts and resources over the next four years. The strategic priorities and action ideas contained within the 'how we are moving forward' section are the crux of this plan and they will be pursued as resources permit and as opportunities arise, and will be adjusted as new information becomes available.

STRATEGIC PLANNING BASICS AND BENEFITS

For a team to work well together, team members must share the same vision and then put their combined effort behind getting there. Creating a shared vision and direction is at the heart of strategic planning and it is why the District of Tofino developed this Strategic Plan.

In simple terms, strategic planning is the process by which an organization clearly defines 'where it's going' and 'how it's going to get there.' Knowing 'where the organization is now' is also important to be able to effectively plan how to move forward. Our process was structured by these three simple steps and the plan itself is framed by them.

1. **Where we're going:** The community's vision and goals and our corporate mission provide us with the shared direction that is essential for planning.
2. **Where we are now:** Knowing our key strengths, weaknesses, opportunities and threats (SWOT) helps us to understand where we are today so we can be more strategic in how best to move forward in the coming years.
3. **How we're moving forward:** Our priorities and key actions describe how we plan to move forward and where we will focus our efforts and resources over the next four years. They will be pursued as resources permit and as opportunities arise, and will be adjusted as new information becomes available.

PROCESS AND PARTICIPANTS

The process began in January 2015 when Council and senior staff were surveyed to gather information for the SWOT snapshot and ideas for 'special projects' over the next few years. Two workshops brought Council and senior staff together to develop and refine the three key components of this plan.

In February, Council and senior staff came together for a day-long workshop where they first reviewed and confirmed their commitment to the community's vision and goals, and developed detailed goals for the new 'corporate governance and capacity' focus area to accompany the existing mission statement. Next, they reviewed a SWOT snapshot and identified the key strengths, weaknesses, opportunities and threats to be considered in how best to move forward over the next four years. With the vision and goals defining the future and the SWOT providing a snapshot of the present, the group then identified the priorities the

District should focus on for how best to move forward. The workshop outcomes were compiled and distributed for review.

The second workshop in March focused on reviewing and refining the priorities, ensuring they were solid and the team had a shared sense of direction for the next four years. Once the strategies were refined, the afternoon was spent identifying some of the key actions that should be considered for implementation within each of the priorities.

LINKS TO OTHER PLANS

As was intended, Tofino’s Vision to Action (V2A) Integrated Community Sustainability Plan provided the compass for the District’s strategic planning process. V2A articulates the community’s vision and goals for the future, and it includes some directions for how to move forward. The V2A vision and goals were used to guide ‘where we’re going’ for this Strategic Plan. See Appendix B for a list of other related plans.

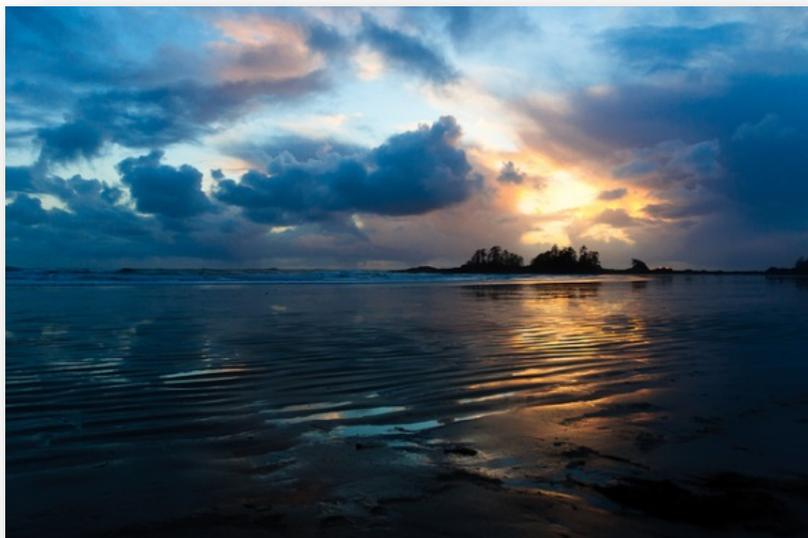
PLAN IMPLEMENTATION, PROGRESS AND REVIEW

The key actions in this plan represent some of the ideas we will need to consider in moving forward on our priorities; whether they are implemented will be determined through our annual financial planning process, which results in our Five-year Financial Plan.

Our progress on the priorities and the actions selected for implementation will be reported semi-annually to the Committee of the Whole and released to the public.

A review of the plan will occur by June 2017, which will mark roughly two years into its implementation and just under a year and a half before the end of the current Council term. We will release an update to this plan shortly after the review process, modifying our priorities and key actions for the remainder of the term

as necessary by taking into account the progress we have made (or not made) and any emerging community needs, new information or resources that might be available to us.



WHERE WE'RE GOING: VISION, MISSION AND GOALS

'Where we're going' was primarily articulated by the community through the V2A planning process undertaken in 2013-14. Our community-wide vision and the goals¹ for the five areas below are what guided our strategic planning process. Additionally, a sixth area covers our mission and goals for the District organization – what we need in place to ensure we can deliver on our responsibilities in the other five areas.

Our vision and goals are presented together and they should be considered and advanced collectively rather than in isolation. For example, when we're identifying priorities relating to transportation and infrastructure, it's critical to keep all other goals in mind, especially those related to community life and economic development. Having said this, we also recognize that tradeoffs may have to occur between the goals at times, but these should be short-term temporary tradeoffs that ultimately should be reconciled so that we're on track to make progress on all goals.

OUR COMMUNITY VISION

Situated on the rugged West Coast where an enriching relationship exists between our community members and the natural environment, Tofino promotes healthy civic engagement supporting a creative and resilient community of varied ages that is socially, environmentally and economically diverse.

OUR GOALS

1. HOMES AND NEIGHBOURHOODS

To encourage compact, mixed-use development nodes within its existing footprint that support diversity and affordability while protecting Tofino's unique rural coastal nature, natural ecosystems and old-growth features.

2. TRANSPORTATION AND INFRASTRUCTURE

To support greater active transportation modes, natural stormwater management, waste reduction, water and energy conservation, and reliable communications.

3. COMMUNITY LIFE

To create a thriving community with healthy, active citizens of all ages, a vibrant cultural scene, and access to a variety of recreation, leisure and lifelong learning opportunities.

4. ECONOMIC DEVELOPMENT

To develop a diverse and resilient economy that maintains and enhances the natural environment, sustains local livelihoods, promotes human well-being, and supports community development.

5. NATURAL ENVIRONMENT

To protect, preserve and enhance the natural environment that contributes to the uniqueness, beauty, health and economy of Tofino and its surrounding area.

6. CORPORATE GOVERNANCE AND CAPACITY

To lead responsible and effective community government which is responsive to local needs and circumstances, to act as stewards of public assets and the public trust, and to proactively foster the economic, social, cultural and environmental well-being of the greater community for today and tomorrow.²

¹ The goals herein are the high-level summary goals from V2A. For the full list of detailed goal statements, see Appendix A.

² This is our mission statement, well suited to be used in our strategic planning process as the high-level corporate governance and capacity goal to articulate 'where we going.'

HOW WE'RE MOVING FORWARD

'How we're moving forward' is articulated by the strategic priorities and the key actions, which are the focus of this section. However, without the context provided by our goals (where we're going) and 'where we are now,' the priorities and key actions may seem like a ship without a rudder, so both reference points have been included in this section to provide the necessary perspective. Knowing 'where we are now' helps us to move more strategically toward our goals, and a SWOT snapshot – our current strengths, weaknesses, opportunities and threats – was used to capture this information, which is included below.

The strategic priorities are the high-level 'courses of action' that will help us to guide and focus our efforts and resources over the next four years, and they will be achieved through the implementation of a number of specific actions (i.e., projects and initiatives) over the years. It should be noted that we may not have the resources to move forward on all of them; however, we are committed to pursuing them as resources permit and as opportunities arise over the course of this Council term. We will also adjust them if necessary as new information and resources become available.

The key actions are some of the ideas for specific projects/initiatives that will be considered when moving the priorities forward to 2018. Whether they become resourced and implemented will be determined annually through our financial planning process, which results in our Five-year Financial Plan.

HOMES AND NEIGHBOURHOODS

Where we're going: Our goal is to encourage compact, mixed-use development nodes within its existing footprint that support diversity and affordability while protecting Tofino's unique rural coastal nature, natural ecosystems and old-growth features.

Where we are now: For this area, the biggest challenge in most need of the District's attention over the next term is the limited supply of affordable housing options for residents.

How we're moving forward

Strategic Priority (high)

Address Tofino's housing affordability and supply challenges and influences

Key actions identified for initiation by December 31, 2015

- Host and facilitate a housing expert 'ideas forum' for delivery of resident housing
- Identify 2-4 specific short-term housing actions and implement them, considering the ideas generated through the 'housing ideas forum'
- Support initiatives to address seasonal worker housing/shelter
- Develop an amenities policy to provide clear guidance to developers
- Establish non-tax funding mechanisms to support development of resident housing
- Complete the housing needs assessment study and engage community support
- Improve transportation between Ucluelet and Tofino in partnership with the District of Ucluelet

and resort partners

Key actions identified for initiation by June 30, 2017

- Develop a long-term resident housing strategy
- Review and revise bylaws to protect and promote affordable housing

Key actions identified for initiation by December 31, 2018

- Establish an arms-length entity to deliver resident housing

TRANSPORTATION AND INFRASTRUCTURE

Where we're going: Our goal is to support greater active transportation modes, natural stormwater management, waste reduction, water and energy conservation, and reliable communications.

Where we are now: Tofino's current key challenges include: the lack of liquid waste treatment and the legislated requirement to establish a system by 2020; the costs and risks of Tofino's aging infrastructure; water supply shortages and uncertainty; and finally, providing inter-community commuting options to non-resident employees and non-motorized options within our community to all.

How we're moving forward

Strategic Priority (high)

Work with partners to meet the 2020 sewage treatment deadline

Key Actions identified for initiation by December 31, 2015

- Form a task force to evaluate options available
- Determine the location for the wastewater treatment plant

Key Actions identified for initiation by June 30, 2017

- Design the wastewater treatment plant (WTP)
- Complete the sewer upgrade plan once the WTP location has been determined

Key Actions identified for initiation by December 31, 2018

- Secure funding for the WTP

Strategic Priority (high)

Plan for and manage the costs and risks of Tofino's aging infrastructure

Key Actions identified for initiation by December 31, 2018

- Continue to develop the asset management plan

Strategic Priority (high)

Explore public transportation improvement options with providers

Key Actions identified for initiation by December 31, 2015

- Initiate discussions with local bus company about the cost of providing a Tofino-Ucluelet bus service
- Gauge and secure support from businesses for a Tofino-Ucluelet bus service
- Continue to provide financial support for the seasonal bus

Key Actions identified for initiation by June 30, 2017

- Explore partnerships and alternative models for local transportation solutions (e.g., car sharing, shuttles, etc.)

Strategic Priority

Upgrade and augment the water supply and distribution system

Key Actions identified for initiation by December 31, 2015

- Review water rates

Key Actions identified for initiation by June 30, 2017

- Bay Street treatment process design

Key Actions identified for initiation by December 31, 2018

- Construction of Barrs Mountain water tank

Strategic Priority

Maintain and upgrade Tofino roads as prioritized in the Condition Assessment of District Roads report (2013)

Key Actions identified for initiation by December 31, 2015

- Improve Hellesen Drive road and beach access

Key Actions identified for initiation by December 31, 2018

- Undertake engineering of Gibson (Campbell to First) to alleviate traffic from Campbell

Strategic Priority

Encourage the use of non-motorized transportation locally and regionally

Key Actions identified for initiation by June 30, 2017

- Extend the Tonquin Trail from Third Beach to Middle Beach, and beyond

Key Actions identified for initiation by December 31, 2018

- Initiate the planning and development of the Tofino/Ucluelet bike trail/lane

COMMUNITY LIFE

Where we're going: Our goal is to create a thriving community with healthy, active citizens of all ages, a vibrant cultural scene, and access to a variety of recreation, leisure and lifelong learning opportunities.

Where we are now: There were a number of key challenges identified by staff and Council in the area of community life. Retaining residents of all ages is important to the community's vitality, yet is challenged by a number of factors, including housing prices, employment and educational opportunities, and others. The lack of a community indoor recreation and gathering space is a challenge in and of itself, but it might also be contributing to the resident retention issue. Tourism is seasonal in Tofino, which means residents working in the tourism industry are extremely busy for half the year and not the other half. This creates a seasonal split that isn't ideal for everyone and can cause burnout – another challenge on our radar.

How we're moving forward

Strategic Priority (high)

Create and enhance community spaces and facilities as opportunities arise

Key Actions identified for initiation by December 31, 2015

- Identify possible sites for community spaces and facilities, as well as appropriate groupings of compatible uses (e.g., Campbell/3rd - civic centre, theatre, library)
- Plan for/design the recreation facility
- Plan for/design the Community Hall renovation

Key Actions identified for initiation by June 30, 2017

- Work with VIRL to determine and secure an appropriate location for the new library

Strategic Priority

Plan for long-term community land-use needs and protection from natural hazards such as climate change

Key Actions identified for initiation by December 31, 2015

- Begin data collection for sea level rise and tsunami planning
- Explore the need for and the resources required to conduct a climate change analysis of our water supply

Key Actions identified for initiation by June 30, 2017

- Review and update zoning bylaws

ECONOMIC DEVELOPMENT

Where we're going: Our goal is to develop a diverse and resilient economy that maintains and enhances the natural environment, sustains local livelihoods, promotes human well-being, and supports community development.

Where we are now: A number of strengths were identified with respect to our local economy, including: the thriving tourism industry; an attractive world-renowned location; strong brand recognition; and a great surfing experience, as surfing gains world-wide popularity. Not surprisingly, several economic challenges also exist such as the seasonality of tourism; the perception that Tofino is expensive; and that there is limited economic diversity beyond tourism. The lower Canadian dollar was identified as a key opportunity that can be leveraged.

How we're moving forward

Strategic Priority (high)

Demonstrate the impact of and ensure continuation of the Resort Municipality Initiative program beyond 2017 in collaboration with other resorts and the province.

Key Actions identified for initiation by December 31, 2015

- Facilitate discussions with other resort municipality staff and elected officials regarding the future of the RMI funding.
- Take proposal to the 2015 Resort Community Collaborative meeting regarding future of RMI funding
- Encourage changes to the format and content of the 2015 RMI meetings with the province at UBCM.

Key Actions identified for initiation by June 30, 2017

- Consider and develop the District's portion of the lot located at 171 2nd St.

Strategic Priority (high)

Actively support local economic diversification efforts

Key Actions identified for initiation by December 31, 2015

- Review and prioritize the DOT 'actions for consideration' from the Tourism Master Plan
- Review and prioritize the Event Strategy recommendations/actions assigned to the DOT
- Provide financial resources to support the Chamber to deliver ED services support (including higher learning, transportation, seasonal worker housing) with strong reporting and accountability mechanisms in place for the funding.
- Support educational tourism by fostering partnerships, developing the political will and providing some funding support.

Key Actions identified for initiation by June 30, 2017

- Implement Main Street improvements, considering the recommendations from the Downtown Vitalization Plan.

Key Actions identified for initiation by December 31, 2018

- Implement priority DOT actions from the Tourism Master Plan as resources and opportunities arise.
- Implement the priority DOT recommendations/actions from the Event Strategy.

NATURAL ENVIRONMENT

Where we're going: Our goal is to protect, preserve and enhance the natural environment that contributes to the uniqueness, beauty, health and economy of Tofino and its surrounding area.

Where we are now: Not surprisingly, the natural environment that surrounds us is Tofino's key strength and asset; protecting our marine environment was identified as a foundational imperative to support all other goals and priorities.

How we're moving forward

Strategic Priority (high)

Work with partners to meet the 2020 sewage treatment deadline³

Key Actions identified for initiation by December 31, 2015

- Form a task force to evaluate options available.
- Determine the location for the wastewater treatment plant.

Key Actions identified for initiation by June 30, 2017

- Design the wastewater treatment plant (WTP).
- Complete the sewer upgrade plan once the WTP location has been determined.

Key Actions identified for initiation by December 31, 2018

- Secure funding for the WTP.

³ Repeated from the Transportation and Infrastructure section

CORPORATE GOVERNANCE AND CAPACITY

Where we're going: Our corporate mission is to lead responsible and effective community government which is responsive to local needs and circumstances, to act as stewards of public assets and the public trust, and to proactively foster the economic, social, cultural and environmental well-being of the greater community for today and tomorrow.

Where we are now: Our key strength is our people; we have a cohesive and high functioning team of staff and Council who are collaborative, knowledgeable and professional. We have also established good relationships with our First Nations neighbours, and the mutual goals and objectives we share present opportunities to work together for mutual benefit for our communities and the region as a whole. We are also faced with a number of key challenges with respect to our organizational capacity: we have limited resources; our internal systems need improvement to be more efficient and effective; and our limited tax based must also support the influx of visitors to our community.

How we're moving forward

Strategic Priority (high)

Improve core service management and delivery

Key Actions identified for initiation by December 31, 2015

- Review and refresh our organizational structure.
- Review and identify Council decision-making framework, including the structure and purpose of Council Council committees.

Key Actions identified for initiation by June 30, 2017

- Develop and implement a records management program.
- Establish service standards for roads and the water and sewer systems.

Key Actions identified for initiation by December 31, 2018

- Create consistent policy frameworks for audits (e.g. bylaws, policies, fees, charges).

Strategic Priority (high)

Demonstrate the impact of and ensure continuation of the Resort Municipality Initiative program beyond 2017 in collaboration with other resorts and the province⁴

Key Actions identified for initiation by December 31, 2015

- Facilitate discussions with other resort municipality staff and elected officials regarding the future of the RMI funding.
- Take proposal to the 2015 Resort Community Collaborative meeting regarding future of RMI

⁴ Repeated from the Economic Development section

funding

- Encourage changes to the format and content of the 2015 RMI meetings with the province at UBCM.

Key Actions identified for initiation by June 30, 2017

- Consider and develop the District's portion of the lot located at 171st and 2nd.

Strategic Priority (high)

Enhance relations, engagement and collaboration with First Nations on shared priorities

Key Actions identified for initiation by December 31, 2015

- Report out on the parking working group outcomes in partnership with First Nations.
- Convene a Council to Council meeting, and explore the potential for Council-to-Council liaisons.

Key Actions identified for initiation by June 30, 2017

- Appoint a Council-to-Council liaison.
- Report out on the health, safety and emergency cross-training and shared learning opportunities that are taking place with First Nations.

Strategic Priority (high)

Share the responsibility for meeting community needs through collaboration with regional partners and increasing civic engagement/ownership with local partners

Key Actions identified for initiation by December 31, 2015

- Rationalize bylaw services, leveraging RCMP resources.

Key Actions identified for initiation by June 30, 2017

- Work with other agencies to find efficient delivery of animal control services.

Strategic Priority

Improve communications and citizen engagement in local government decision-making and service delivery

Key Actions identified for initiation by December 31, 2015

- Host focus group sessions with residents on key and emergent issues.

Key Actions identified for initiation by June 30, 2017

- Develop a communications and engagement plan that includes a social media policy, guidance for news releases, and website improvements.

NEXT STEPS AND IMPLEMENTATION

The strategic priorities contained within this plan provide us with clear guidance for the next few years and we are committed to moving them forward. Their implementation will occur through specific actions/projects, some of which have been captured by the key actions in this plan. The key actions will be considered for implementation through our annual financial planning process, which results in our Five-year Financial Plan.

Our progress on the priorities and actions contained within this plan will be reported semi-annually to the Committee of the Whole and released to the public.

A review of the plan will occur by June 2017, which will mark roughly two years into the implementation of this plan and just under a year and a half before the end of the current Council term. We will release an update to this plan by that time, modifying our priorities for the remainder of the term as necessary by taking into account the progress we have made (or not made) and any emerging community needs, new information or resources that might be available to us.



APPENDIX A: DETAILED GOAL STATEMENTS

‘Where we’re going’ was primarily articulated by the community through the Vision to Action (V2A) planning process undertaken in 2013-14. The detailed goals statements from V2A are included below and they guided our strategic planning process. We added a sixth area to cover our mission and goals for the District organization – what we need in place to ensure we can deliver on our responsibilities in the other five areas.

Homes and Neighbourhoods

To encourage compact, mixed-use development nodes within its existing footprint that support diversity and affordability while protecting Tofino’s unique rural coastal nature, natural ecosystems and old-growth features.

1. Tofino is comprised of compact and distinct neighbourhoods that offer nodes of commercial and retail services.
2. Downtown Tofino is vibrant, with a mixture of residential amenities, commercial uses and a working waterfront.
3. Buildings combine Tofino’s eclectic character and west coast design elements at a scale and feel appropriate to its small coastal nature, while protecting natural amenities and viewscapes.
4. All local beaches are publicly accessible, and erosion of sensitive beach environments is minimized.
5. A diversity of housing forms is available throughout the community, and housing is healthy and affordable for all residents and seasonal employees.
6. Tofino’s amenities and infrastructure, including a safe, high quality pedestrian friendly entry downtown, allow for greater walking and biking throughout the community.
7. Homes and neighbourhoods integrate natural areas and systems, use innovative environmental features, and are energy efficient.

Transportation and Infrastructure

To support greater active transportation modes, natural stormwater management, waste reduction, water and energy conservation, and reliable communications.

1. Greenhouse gas emissions from vehicle travel, the food system, waste and buildings are reduced.
2. Improved pedestrian and bicycling infrastructure and public transportation services within and around Tofino minimize residents’ and visitors’ need to drive.
3. Increased cycling and walking has resulted in increased physical fitness levels.
4. All infrastructure and construction uses more sustainable materials, is economically viable, and is more energy efficient.
5. Stormwater treatment maximizes the use of natural systems, and wastewater is treated in an environmentally friendly manner.
6. Sufficient clean water is available to all, and there is a strong culture and practice of water and energy conservation.
7. Tofino is prepared to cope with natural disasters.
8. Excellent communications infrastructure exists throughout the community.
9. Tofino is moving towards a plastic free and zero waste goal.
10. Tofino is a leader in promoting and adopting green, renewable and sustainable technologies.
11. Tofino is the transportation hub for Clayoquot Sound and an active participant in marine, road and air access planning, development and management.

Community Life

To create a thriving community with healthy, active citizens of all ages, a vibrant cultural scene, and access to a variety of recreation, leisure and lifelong learning opportunities.

1. People feel welcome and services for families and individuals of all ages and needs are met.
2. Arts, culture, heritage, natural features and First Nations heritage are appreciated, protected and promoted, contributing to the local economy, community vibrancy, and increased cultural tourism and investment.
3. Everyone in the community has access to learning and education opportunities.
4. Public spaces and community events promote dialogue, social participation and intellectual development.
5. There is a strong culture of collaboration, volunteerism and community service, as well as new ways of thinking and doing to seize opportunities and address challenges.
6. Sufficient policing, fire and health services are available to meet the needs of the community.
7. Citizens are happy, healthy and active, and enjoy a variety of year-round recreation and leisure opportunities and activities that promote physical, mental, emotional and spiritual health.
8. Residents have access to healthy food and opportunities to grow, harvest and buy local food.
9. Relationships with neighbouring communities are strong and collaborative.

Economic Development

To develop a diverse and resilient economy that maintains and enhances the natural environment, sustains local livelihoods, promotes human well-being, and supports community development.

1. Tofino has a unique and strong local economy comprised of arts, culture, education, heritage, food offerings, eclectic locally-owned businesses, and water-based

industries that include tourism, fishing and aquaculture.

2. A diverse, resilient and healthy economy reflects our commitment to sustainable development.
3. Tofino has become a centre of excellence in learning, research and development, value-added industries, and sustainable eco-tourism activities.
4. Tofino's tourism economy is robust and year-round, maximizing the visitor experience while maintaining the community's eclectic nature and strong social fabric.
5. Tofino's tourism amenities and offerings enable visitors to interact with the natural environment with minimal impact.
6. Strong partnerships with neighbouring communities enhance regional tourism offerings.
7. All Tofino residents have employment that allows them to achieve their personal goals.
8. Tofino's businesses increasingly source their products and services locally.
9. Development goals respect the inherent ecological and fiscal limits to growth within our community and wider bioregion.

Natural Environment

To protect, preserve and enhance the natural environment that contributes to the uniqueness, beauty, health and economy of Tofino and its surrounding area.

1. A thriving beach stewardship culture keeps beaches and waterfront areas clean, and protects natural features and ecological functions.
2. Parks, natural green spaces and greenways are abundant throughout the community and within neighbourhoods, and are interconnected and well-used.
3. Ecosystems and watersheds are healthy and flourishing, biodiversity is preserved, and wilderness is protected.

4. Clayoquot Sound is a thriving marine environment, no longer subject to toxic effluent discharge.
5. Tofino residents and visitors enjoy clean air and water, and a dark night sky.
6. Tofino's culture reflects its integration and interdependence with the biosphere.
7. Old growth features in the town are preserved to reflect the area landscape.

Corporate Governance and Capacity

Our Corporate Mission is to lead responsible and effective community government which is responsive to local needs and circumstances, to act as stewards of public assets and the public trust, and to proactively foster the economic, social, cultural and environmental well-being of the greater community for today and tomorrow.

1. We are resourceful and efficient; exercising responsible decision making and prudence in public spending.
2. We are proactive and collaborative
3. We model leading practices in small community governance
4. We respect all people and we celebrate diversity
5. We act as stewards of the land and we work to create a culture of environmental stewardship in the community.
6. We act with integrity in an ethical and accountable manner.
7. We provide innovative, efficient and professional public services.
8. We are forward looking and thinking, and consider the long-term consequences of our actions.
9. We communicate openly and we meaningfully engage people and partners in decisions that affect them.
10. We acknowledge First Nations rights and title, and we commit to engage meaningfully with them.

APPENDIX B: LINKS TO RELATED PLANS

Tofino plans referenced in this strategic plan can be accessed online at tofino.ca/content/reports-and-plans, by contacting the District of Tofino office or clicking the hyperlinks below.

[Vision to Action Community Sustainability Plan](#)

[Tourism Master Plan](#)

[Downtown Vitalization Plan](#)

